



City of Hamilton

MAYOR'S TASK FORCE ON TRANSPARENCY, ACCESS AND ACCOUNTABILITY AGENDA

Meeting #: 24-005
Date: July 16, 2024
Time: 10:00 a.m.
Location: Room 192, 1st Floor (hybrid) (RM)
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

1. APPROVAL OF AGENDA

(Added Items, if applicable, will be noted with *)

2. DECLARATIONS OF INTEREST

3. APPROVAL OF MINUTES OF PREVIOUS MEETING

3.1 May 15, 2024

4. COMMUNICATIONS

5. DELEGATION REQUESTS

6. DELEGATIONS

7. CONSENT ITEMS

8. STAFF PRESENTATIONS

9. DISCUSSION ITEMS

9.1 Mayor's Task Force on Transparency, Access and Accountability Scope of Work
Documentation

10. MOTIONS
11. NOTICES OF MOTION
12. GENERAL INFORMATION / OTHER BUSINESS
13. PRIVATE AND CONFIDENTIAL
14. ADJOURNMENT



MAYOR'S TASK FORCE ON TRANSPARENCY, ACCESS AND ACCOUNTABILITY MINUTES 24-004

10:00 a.m.
Wednesday, May 15, 2024
Room 264
Hamilton City Hall
71 Main Street West

Present: B. Custers, J. Santucci (Co-Chair), M. Stewart (Co-Chair), M. Verhovsek and T. Wingfield

Also Present: W. Baker, Community Engagement Advisor, Office of the Mayor
L. Kolar, Legislative Coordinator
M. Gauthier, Legislative Coordinator
C. Mutch, Manager, Community Initiatives
G. Tedesco, Senior Project Manager - Community Engagement

THE FOLLOWING ITEMS WERE REFERRED TO GENERAL ISSUES COMMITTEE FOR CONSIDERATION:

FOR INFORMATION:

Mark Stewart, Co-Chair, called the meeting to order. A land acknowledgement was read into the record.

(a) APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised the Task Force of the following changes to the agenda.

4. COMMUNICATIONS

- 4.1 Transparency, Accountability & Access: Best Practices from Municipalities

Recommendation: Be received.

7. CONSENT ITEMS

7.1 Mayor's Task Force on Transparency, Access and Accountability
Working Group Updates

- b. Task Force Work Plan Update
- c. Engagement with Interested Parties
- d. Delegations Work Plan

(Santucci/Custers)

That the agenda for the May 15, 2024 Mayor's Task Force on Transparency, Access and Accountability meeting be approved, as amended.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

M. Stewart declared a disqualifying interest with the Social Planning & Research Council of Hamilton (SPRC), as a marketing company that he owns provides marketing services to the SPRC.

(c) MINUTES OF THE PREVIOUS (Item 3)

(i) April 17, 2024 (Item 3.1)

(Wingfield/Custers)

That the Minutes of April 17, 2024 meeting of the Mayor's Task Force on Transparency, Access and Accountability, be approved, as presented.

CARRIED

(d) COMMUNICATIONS (Item 5)

(i) Transparency, Accountability & Access: Best Practices from Municipalities (Added Item 5.1)

(Verhovsek/Custers)

That the Communications respecting Transparency, Accountability & Access: Best Practices from Municipalities, be received.

CARRIED

(e) CONSENT ITEMS (Item 7)

(i) Mayor's Task Force on Transparency, Access and Accountability Working Group Updates (Item 7.1)

(Verhovsek/Wingfield)

That the following Mayor's Task Force on Transparency, Access and Accountability Working Group Updates, be received:

(i) Engagement Input Output Roadmap (REVISED Title) (Item 7.1(a))

B. Custers addressed the Task Force with an overview of the Engagement Input Output Roadmap.

(ii) Task Force Work Plan Update (Added Item 7.1(b))

The Task Force Work Plan has been updated, due to the cancellation of the March 2024 meeting, due to the cyber-incident at the City of Hamilton.

(iii) Engagement with Interested Parties (Added Item 7.1(c))

Members of the Task Force discussed the Engagement of Interested Parties documentation.

(iv) Delegations Work Plan (Added Item 7.1(d))

Members of the Task Force discussed scheduling two meetings specifically to receive delegations. The dates for the meetings are July 9 and 10, 2024.

CARRIED

(e) ADJOURNMENT (Item 14)

(Custers/Verhovsek)

There being no further business, the Mayor's Task Force on Transparency, Access and Accountability be adjourned at 10:49 a.m.

CARRIED

Respectfully submitted,

Mark John Stewart, Co-Chair
Mayor's Task Force on Transparency,
Access and Accountability

Joanne Santucci, Co-Chair
Mayor's Task Force on Transparency,
Access and Accountability

Loren Kolar
Legislative Coordinator
Office of the City Clerk

July 11, 2024

Greg Tedesco
 Senior Project Manager, Community Engagement, Government Relations & Community
 Engagement
City of Hamilton
 71 Main St W, Hamilton
 L8P 4Y5

Subject: Roster Quote for Intergovernmental Relations Project (CI-03-21)

Dear Greg,

Enterprise Canada is pleased to submit this quote addressing the Terms of Reference (TOR) within the Roster Quotation provided, including a fixed-fee quotation for services, complete with all associated fees and work schedules. The quote provided below reflects our current understanding of the City of Hamilton's needs to support the Mayor's Task Force on Transparency, Access, and Accountability in conducting public consultations and developing a final report and recommendations.

Enterprise Canada will play a central role in coordinating and executing the consultations, providing expert advice, designing and implementing effective engagement methods, conducting stakeholder engagements, and compiling and analyzing data to produce comprehensive reports and recommendations.

Central to our approach is what we call the Five Ws of Consultations:

1. **What?** Residents want and need to know the issue(s) at hand.
2. **Why?** Consultations are most effective when residents understand its purpose and objectives.
3. **Who?** The City of Hamilton has a responsibility to ensure all groups potentially affected by the matter are involved.
4. **Where?** The most effective consultations are held where the people are.
5. **How?** A multi-modal approach is recommended to maximize reach to target communities, particularly unserved groups.

s from initial discussions and reflects our current understanding of our situational starting point. Our plan would be further developed following any onboarding calls. Enterprise Canada is the ideal fit for the City of Hamilton on this project, based on our broad experience in government relations and community engagement and our work directly with the City over the past several years on both the Reimagining Public Participation consultations and our work to support the adopted Renovictions by-law.

We look forward to hearing from you following your review and consideration. Thank you again for this opportunity.

Sincerely,

Jesse Shea

SCOPE OF WORK

- Provide expert advice to the engagement process and maintain regular communication with the other Key Project Development Collaborators;
- Review existing project materials;
- Work with the other Key Project Development Collaborators to finalize the stakeholders to approach for engagement;
- Design effective public participation techniques, including the development of core questions and methods for collecting and compiling public input that explores the following:
 - Public access to productively engage with the City of Hamilton
 - Transparency regarding City of Hamilton activities and decisions
 - The City of Hamilton demonstrating accountability to citizens, residents and communities of Hamilton
 - Trust between the citizens, residents and communities of Hamilton and the City of Hamilton
- Provide both direct writing support as well as advisory services pertaining to the development of consultation materials that reflect the engagement methods outlined in the document **CoH MTFTAA DRAFT Interested Parties April 1 2024**
- Work with other Key Project Development Collaborators to finalize public communications;
- Conduct engagement with 15 City Councillors, the City Mayor and two key staff members from the Mayor's Office (TBC);
- Conduct engagement with City of Hamilton Administrators including the City Manager and key members of City's Senior Leadership team (TBC);
- Consult and collaborate with relevant community agencies, organizations, service providers, networks, such as those listed in the document **CoH MTFTAA DRAFT Interested Parties April 1 2024**, exclusive of those being engaged with by the local community partner;
- Record, compile and analyse engagement data;
- Coordinate with other Key Project Development Collaborators to collate all findings;
- Produce a collated report, written in clear language, on key findings and themes;
- Produce a high-level executive summary of engagement findings;
- If necessary, provide presentations to key interested parties internal and external to the project.

PROJECT MANAGEMENT

Each client at Enterprise Canada is assigned a dedicated team for each client and project. This team would work closely with City staff and other Key Project Development Collaborators. Our team will identify a project manager who will serve as the main point of contact on the project.

We also arrange regular, meetings with our clients to review progress. We develop a customized standing agenda for these meetings and record action items, responsibilities, and due dates as well as completed tasks to ensure that the project remains on schedule.

BACKGROUND RESEARCH

Enterprise Canada will commence the engagement process by thoroughly reviewing all existing project materials provided by the City of Hamilton. This review will include, but is not limited to, documents such as the Terms of Reference, past reports and findings, engagement charters, strategic plan priorities, and any relevant data from previous consultations. Our objective is to gain a comprehensive understanding of the historical context, current objectives, and specific requirements of the Mayor's Task Force on Transparency, Access, and Accountability.

The review process will involve:

- **Document Analysis:** We will conduct a detailed analysis of all provided documents to identify key themes, priorities, and gaps in information that need to be addressed. This includes examining the Work Plan, Engagement Input Output Roadmap, Draft Delegations Plan, and best practices from other municipalities.
- **Contextualization:** Our team will contextualize the information within the framework of municipal accountability, focusing on transparency, access, and engagement with underserved and equity-seeking groups. This ensures that our engagement strategies are aligned with the specific goals of improving trust and accountability between the City of Hamilton and its residents.
- **Stakeholder Insights:** By reviewing previous stakeholder feedback from prior and engagement outcomes, we will identify critical insights and lessons learned that will inform our approach. This includes understanding the barriers to engagement previously identified and the opportunities for enhancing public participation.

STAKEHOLDER MAPPING AND SELECTION

Audiences are more fractured than ever before – getting their information from many and varied sources (not all of them reliable) and with more ways to proactively make their voices heard. They expect meaningful interaction that begins with listening to their views, understanding their concerns and knowing how best to reach them.

Enterprise Canada's stakeholder mapping process starts with identifying each individual audience, followed by detailed research into their demographics (including geographic, cultural, social and economic characteristics) and communications channels. The goal will be to augment key stakeholders already identified by the Task Force and refine the list with suggested engagement tactics with the most strategic and representative approach.

We create comprehensive stakeholder maps that identify and profile all stakeholders, how they prefer to be engaged and what topics are critical to the success of the engagement plan. Through this process we also identify potential champions and likely opponents, which will factor into our strategic thinking.

Our stakeholder mapping includes:

- Identifying current stakeholders – internal and external – as well as those that should be included but presently are not.
- Segmenting and prioritizing stakeholder groups, based on level of interest and/or influence.
- Profiling and analyzing the known positions, expectations and needs of each group.
- Developing criteria for each level of engagement to tailor outreach, optimizing interactions across all demographics.
- Narrowing down the most feasible and comprehensive list of stakeholders to engage with – balancing the need to prioritize representation, practicality and the input of underserved groups.

TEAM



Jesse Shea

Director, Public Affairs

Jesse has a wealth of experience in political campaign management and policy development. At the heart of his work are his connections in Hamilton, at Queen's Park and on Parliament Hill. From working with the federal All-Party Steel Caucus on issues pertaining the renegotiation of NAFTA, to helping small and medium-size enterprises and grassroots community organizations navigate the complexity of government, Jesse has ensured that corporate and local voices are heard in government decision making.

Jesse has worked closely with the Liberal Party of Canada and Ontario Liberal Party, as a staffer, campaign manager and senior volunteer. With his strong professional network, political intuition, and deep understanding of local dynamics he is able to provide dynamic solutions to ensure that our clients succeed.



Calvin Reid

Director, Public Relations

An award-winning newspaper reporter and editor for 14 years before joining Enterprise Canada in 2011, Calvin covered a variety of beats — including municipal, regional, provincial and federal politics, education and health care — for the *Brantford Expositor*, the *Simcoe Reformer* and the *St. Catharines Standard*.

Kalvin uses his innate knowledge of the media to help our clients identify target markets, create story ideas, maximize social media outreach, develop strategies and draft media collateral to support their shows, events and projects. He has led or been a key member of several teams that have executed public engagement projects, including with the City of Hamilton, Highway 407 East extension Phases 1 and 2 and the Ministry of Education.



Andrew Tumilty

Senior Consultant, Strategic Communications & Issues Management

Andrew thrives in dynamic environments and is well equipped to bring his experience in rapid response, crisis communications, issues management, media relations, and executive communications to Enterprise's clients.

Andrew has provided communications and strategic advice during election campaigns for all three orders of government. He has worked with central campaigns and local candidates to craft effective communications products including speeches, talking points, social media posts, and press releases. His political work has helped him build lasting relationships across the political spectrum with staff and politicians for municipal, provincial, and federal governments.

Andrew has developed a network of media connections with business and tech journalists, and with members of the press gallery at Toronto's City Hall, Queens Park, and Parliament Hill. No matter who needs to hear your story, Andrew will find the right person to tell it.

Andrew's previous private sector consulting experience includes strategic communications and public affairs work for First Nations, governments, not-for-profits, professional associations, and Fortune 500 companies.



Olivia Akena

Consultant, Public Affairs

Olivia brings a multifaceted background in international development, law, and federal politics to Enterprise Canada. Prior to joining our team, she served as an intern in MP Peter Julian's Legislative office on Parliament Hill during her studies at the University of Ottawa. Over her three-year tenure, Olivia developed a deep fascination and extensive knowledge of Canadian politics and legislative affairs.

Throughout her experience, Olivia cultivated a diverse skill set, encompassing constituent communication, legislative support event planning, community forum coordination, outreach programs, and policy briefings to address key issues and stay abreast of developments in the MP's focus area.

Olivia has refined these skills and is poised to leverage her expertise in government communications, offering a unique and valuable perspective to enhance our initiatives at Enterprise Canada.



Grace Baxter


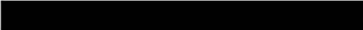
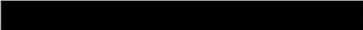
Consultant, Public Affairs

Grace brings her passion and knowledge of public affairs to the team to provide support and insight to Enterprise Canada's diverse Government Relations client base. Her academic background includes a Masters in Political and Legal Thought as well as a Bachelor of Arts in Political Science. She also boasts federal volunteer experience and a deep understanding of how government decisions are made.

DRAFT WORK SCHEDULE

Timeline	Activities
July 2024	<ul style="list-style-type: none"> • Project kick-off meeting • Stakeholder mapping (Council, City Staff and Key Stakeholders) • Initial Goal and KPI setting • Confirm and select engagement methods to be utilized
August 2024	<ul style="list-style-type: none"> • Approve KPI and engagement methodology • Develop and approve core questions • Develop and approve discussion guide • Develop and approve any other necessary materials • Begin engagements with identified stakeholders
September 2024	<ul style="list-style-type: none"> • Complete all Enterprise Canada led engagements and consultations • Work with relevant partners and stakeholders on completing remaining consultations being led via other engagement methods • Analyze and review all collected engagement materials and begin drafting of report
October 2024	<ul style="list-style-type: none"> • Produce initial draft of report to council and begin feedback process with Task Force. • Liase with relevant partners and stakeholders to ensure there are no gaps in the report and recommendations to council are clear
November-December 2024	<ul style="list-style-type: none"> • Finalize draft report to council and ensure all relevant information and assets are provided to Task Force • Continued support and potential presentation to council and/or task force

BUDGET

Budget	Cost
<p><i>This quote includes everything contained under the scope of work above, with minor revisions on the number of interviews that will be lead by the Enterprise Canada team.</i></p> <ul style="list-style-type: none"> • Provide expert advice to the engagement process and maintain regular communication with the other Key Project Development Collaborators; • Review the existing project materials; • Work with the other Key Project Development Collaborators to finalize the stakeholders to approach for engagement; • Design effective public participation techniques, including the development of core questions and methods for collecting and compiling public input; • Provide both direct writing support as well as advisory services pertaining to the development of consultation materials that reflect the engagement methods outlined in the document CoH MTFTAA DRAFT Interested Parties April 1 2024 • Work with other Key Project Development Collaborators to finalize public communications; • Conduct engagement with 15 City Councillors, plus City Mayor and two key staff members from the Mayor's Office (TBC); • Conduct engagement with City of Hamilton Administrators including the City Manager and key members of City's Senior Leadership team (TBC - Up to 10 engagements); • Consult and collaborate with relevant community agencies, organizations, service providers, networks, such as those listed in the document CoH MTFTAA DRAFT Interested Parties April 1 2024, exclusive of those being engaged with by the local community partner; (TBC – Up to 20 engagements) • Record, compile and analyze engagement data, including Coordinating with other Key Project Development Collaborators to collate all findings; • Produce a collated report, written in clear language, on key findings and themes including a high-level executive summary of engagement findings; 	
	

Please Note: The above fees do not include applicable taxes, travel and other out-of-pocket expenses. We will obtain your approval before incurring any outside costs. Enterprise Canada will assume all costs for



Mayor's Task Force on Transparency, Access, and Accountability
Engagement Project
Consultancy proposal - July 2024

A. PROJECT SUMMARY

The City of Hamilton Mayor's Taskforce on Transparency, Access, and Accountability was established by Mayor Andrea Horwath "To advance Council Term priority, 'Working at City Hall and Transparency in Municipal Government', this Mayor's task force will seek citizen input to chart a path forward for renewal of trust and transparency between the City of Hamilton and Hamilton residents and diverse communities."

The Task Force has engaged a Stakeholder engagement and report development partner to design an engagement strategy to seek input from the community and has approached The Social Planning and Research Council of Hamilton to support this process through project consultation and engagement with equity seeking and traditionally under-represented groups.

B. SPRC'S QUALIFICATIONS AND BACKGROUND IN COMMUNITY ENGAGEMENT

The Social Planning and Research Council of Hamilton's knowledge and experience in local community development and community engagement span over 55 years. Over this course of this time, SPRC has developed and nurtured community connections with a diverse number of community organizations, and community collaboratives. The Planning and research team has more than 50 combined years of experience conducting focus groups and interviews, analyzing data and preparing community reports in Hamilton.

As the sole Planning and Research Council in Hamilton, SPRC is a trusted community partner and is well positioned to lead this project. Previous consulting projects with the City of Hamilton, Empowerment Squared, Wesley, Compass, The AIDS Network and several other community groups speak to the breadth of our work and support the trusting relationships our organization has developed in the community. For more information, including our publications, visit: <https://sprchamilton.ca/>

Our approach:

1. Review the Taskforce's relevant project materials to inform the project.
2. Provide local context on former community engagements to build on previous work
3. Work in collaboration with the Mayor's Taskforce and the selected partner to develop a list of stakeholders for engagement

4. Engage with stakeholders to assess community perception of the City's transparency, access, and accountability. The number and methods of engagement will be mutually agreed between parties.
5. Participate in the review of data with stakeholders to ensure accurate data collection
6. Participate in the analysis of data as mutually agreed by all parties
7. Contribute to a written report
8. As needed and mutually agreed, provide presentations on findings

Breakdown of Stakeholder Engagement Activities to be conducted by SPRC

This will be discussed in collaboration with the project partner.

C. LIMITATIONS

While every effort will be made to consult with identified stakeholders, time constrictions will impact the depth of the consultation. Previous projects of a similar nature have utilized City of Hamilton Volunteer Advisory Committees to engage with specific equity stakeholders. This will not be possible for this current project as all VAC's have been placed on hold by Council.

D. RESPONSIBILITIES

The consultant (SPRC) will collaborate with the Mayor's Taskforce and the project partner to determine the responsibilities of each party.

The client (Mayor's Task Force) will:

- a. Provide timely feedback to SPRC on activities and plans and be available to consult as needed

E. PAYMENT SCHEDULE AND TIMELINES

The project timeline will be prepared in consultation with the Mayor's Taskforce and the project partner; however, the project will commence in July 2024 and will conclude by January 2025 or as mutually agreed upon.



F. COPYRIGHT

Copyright of this research will be jointly shared by Mayor's Taskforce on Transparency, Access, and Accountability, the project partner, and the Social Planning and Research

Council of Hamilton (SPRC). Partners can publicize and distribute the report following publication by the Mayor's Taskforce on Transparency, Access, and Accountability.

G. RECOGNITION

If the report is cited in communications or publications, the SPRC is to be recognized.

H. TERMINATION

This agreement may be terminated at any time by mutual agreement or by either party giving to the other 60 days' notice in writing. The SPRC is entitled to issue invoices and receive payment for work performed up to the day of termination.

I. MODIFICATION

This agreement establishes all the terms and conditions. Changes to the agreement can only be made in writing. All changes require the signatures of authorized personnel from both organizations.

I. FORCE MAJEURE

Neither party will be liable for inadequate performance to the extent caused by a condition (for example, natural disaster, act of war or terrorism, riot, labor condition, governmental action, and Internet disturbance) that was beyond the party's reasonable control.

Signatures

For the Mayor's Taskforce on
Transparency, Access and Accountability:

For the Social Planning and Research
Council of Hamilton:

Jessica Chase,
Director, Communications and Strategic
Initiatives (Acting)
City Manager's Office

Kim Martin, Executive Director
Social Planning and Research Council of
Hamilton

Date

Date